

Part 1: Intro

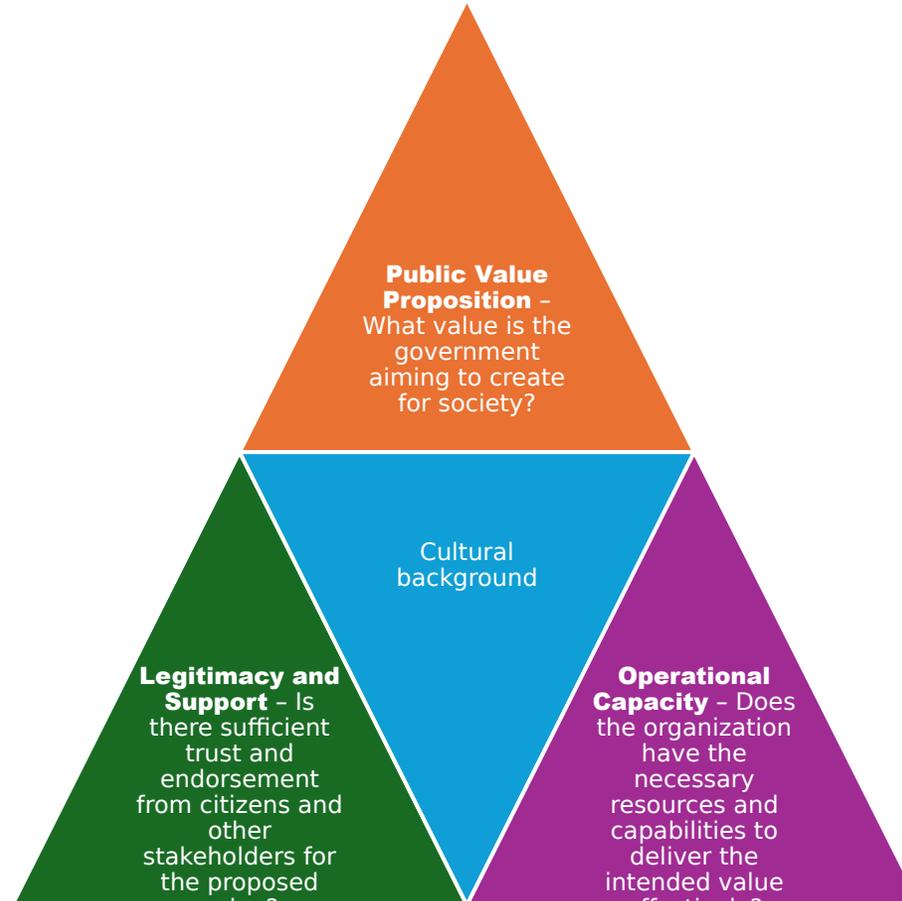
Procedural steps and workflow

Local case study project: ideal characteristics and presentations

Procedural steps and workflow 2025-2027



Framework: creating public value through strategic governance approach



Local case study project with ideal characteristics

1. **Geographical size:** should cover a district, neighbourhood or urban zone, not just a single building or street. Large enough to involve multiple stakeholders and require governance coordination.
2. **Timeframe:** multi-year projects (3-5 years) are preferable to see planning, governance, and implementation processes. Very short projects may not allow learning or capacity analysis.
3. **Multi-level governance:** Coordinates between national, regional, and local authorities (for example, working with the Ministry of Environment, Urbanization, and Climate Change).
4. **Complex and strategic:** Goes beyond just construction or physical renewal; also addresses social, economic, and environmental changes. Should include multiple types of interventions: housing, infrastructure, public space, social programs, and environmental improvements. Single-purpose projects (e.g., only a park or only a building renovation) may not give enough depth.
5. **Policy embedded:** part of a broader urban policy or national regeneration plan, not just a single project.
6. **Institutionally rich:** Involves multiple stakeholders, such as municipalities, companies, NGOs, and private partners.
7. **Implementation-focused:** shows how strategies are put into practice, including process steps, development plans, and funding sources.
8. **Participatory dimension (if possible):** Engages citizens through consultation, feedback, or other forms of involvement.
9. **Relevant materials:** such as planning maps, land-use plans and clearly defined roles for institutions should be available.

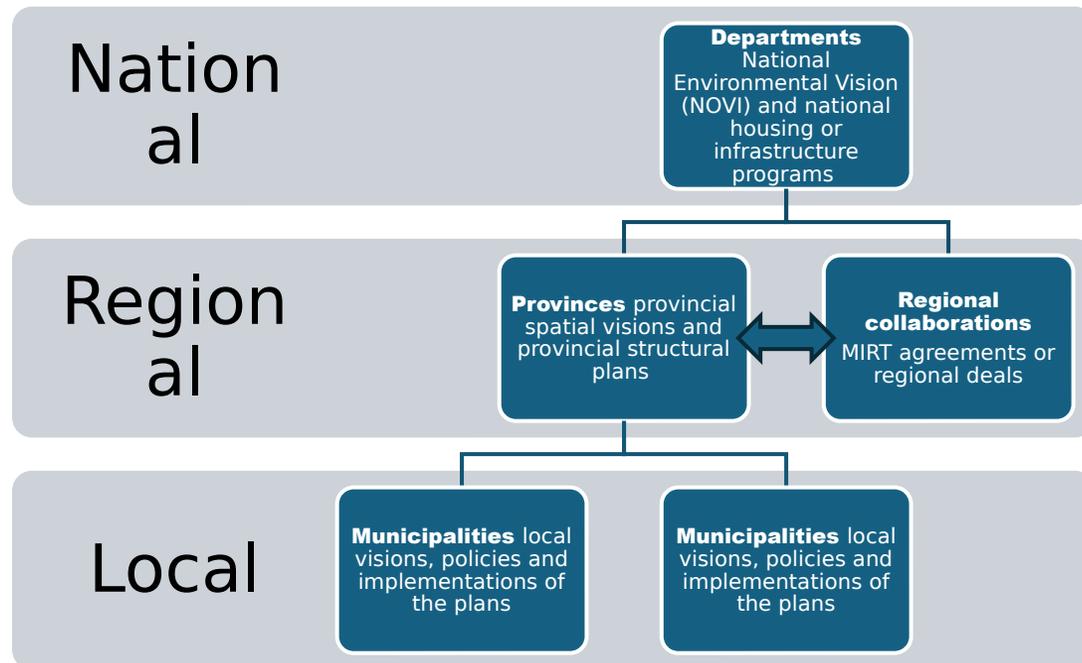
Presentation of local case study project

- **Location and scale:** District, neighbourhood, or urban zone, including rough program details (e.g., housing units, office space, public facilities).
- **Purpose and background:** For example, redevelopment, social inclusion, environmental goals.
- **Key stakeholders and organizations involved.**
- **Questions to answer:** What is the project, and why was it initiated? Who are the main actors? Why is this case interesting for analysis (complexity, impact, governance)?
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- **2. Project Objectives and Policy Framework**
 - **Main objectives:** Social, economic, environmental, or other goals.
 - **Policy context:** National and local policy frameworks guiding the project.
 - **Questions to answer:** What value is the government aiming to create for society? How does the project align with national and local priorities (*vertical governance*)? Are lessons or experiences from other contexts applied?
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- **3. Governance Structure**
 - **Vertical governance:** Involvement of national, regional, and local authorities.
 - **Horizontal governance:** Coordination between municipal departments and other local institutions.
 - **Questions to answer:** How are national, regional, and local authorities involved in the project (vertical governance)? How is coordination organized between municipal departments and other local institutions (horizontal governance)?
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- **4. Participation (if applicable)**
 - Engagement processes with residents, businesses, and other stakeholders.
 - **Questions to answer:** Is there sufficient trust and support from citizens and stakeholders? How is collaboration organized between local actors (*horizontal governance*)?
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- **5. Resources and Implementation**
 - **Resources and funding sources:** How the project is financed and the phases of development.
 - **Supporting materials:** Planning maps, land-use plans, and clearly defined institutional responsibilities.
 - **Questions to answer:** Does the municipality or implementing body have the capacity to deliver the intended value? How are strategies translated into concrete actions? Are the project's technical, financial, and managerial resources sufficient?
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- **6. Lessons Learned:** Successes and challenges of the project.

Part 2: Dutch Governance

Simplified vertical and horizontal governance

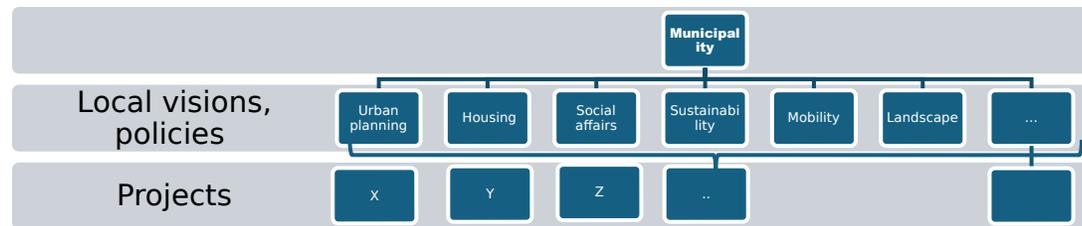
Dutch vertical governance (national ↔ regional ↔ local) simplified overview



The Netherlands has a multi-level governance system, where national, regional, and local governments share responsibility for spatial and urban development:

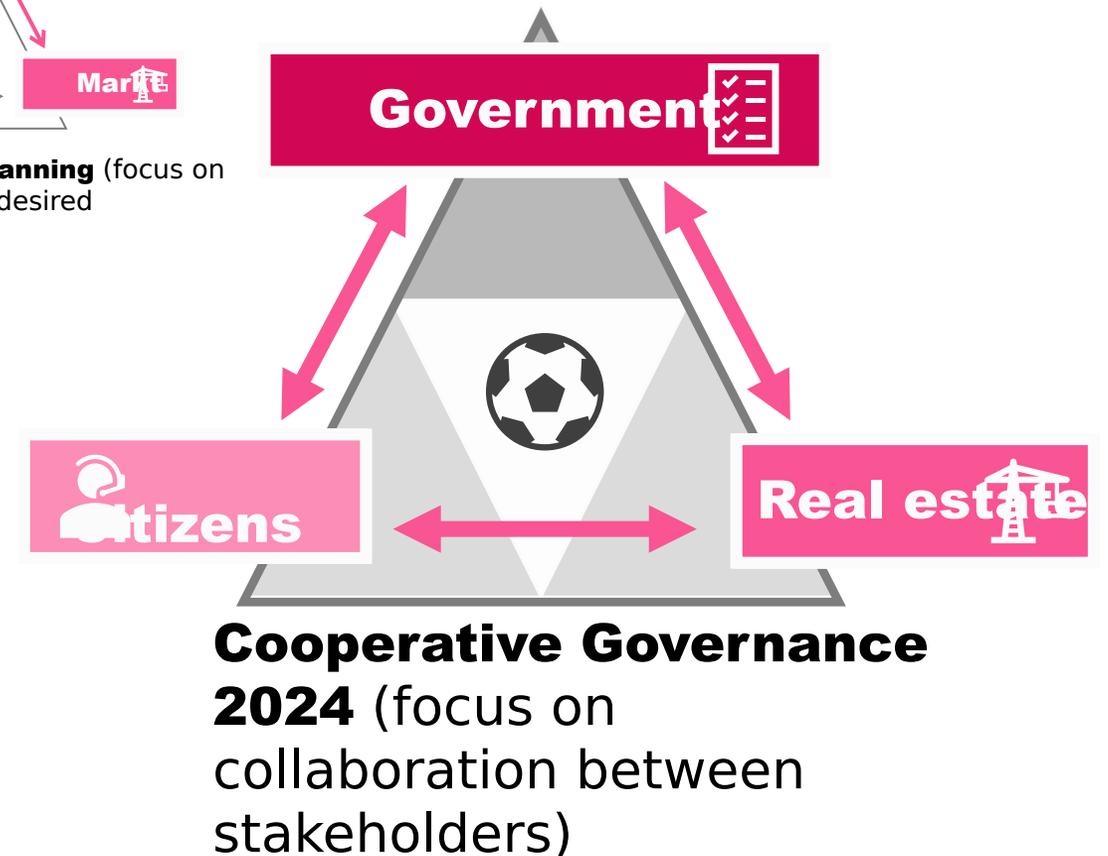
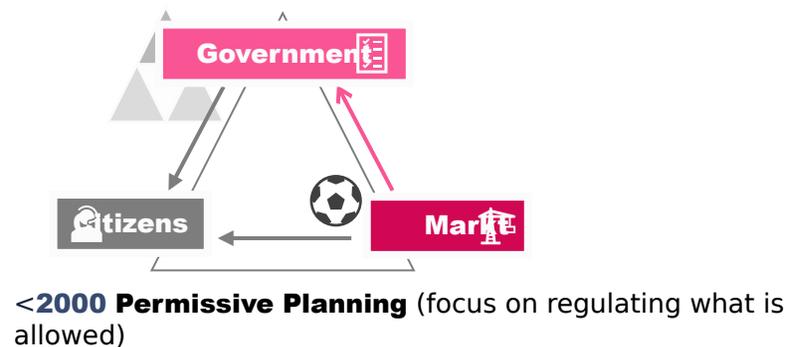
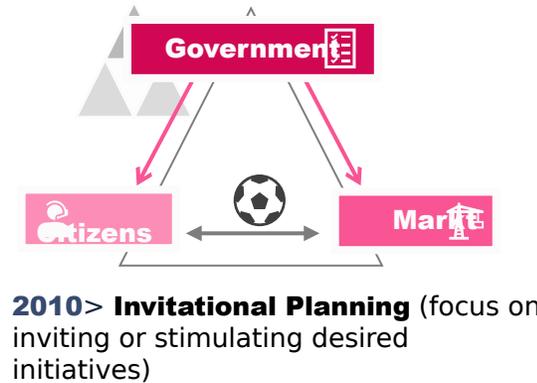
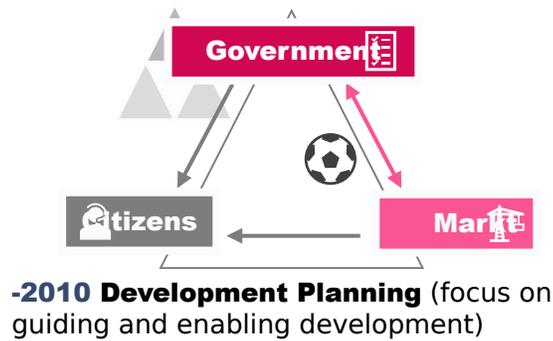
- **The national government** provides strategic direction through frameworks like the National Environmental Vision (NOVI) and national housing or infrastructure programs;
- **Provinces** create provincial spatial visions, structural plans and policies which outline long-term spatial development goals. They define where urban growth, infrastructure, nature, and industrial areas are allowed or preferred and coordinate between municipalities and ensure that projects fit regional spatial and mobility goals;
- **Regional collaborations**, such as the Metropolitan Regions or administrative coordination platforms play an increasingly important role. They bring together multiple municipalities, provinces, and sometimes the national government to align priorities and coordinate investments across city-regions. This alignment is often formalized through instruments like MIRT agreements or regional deals, ensuring consistency between policy levels;
- **Municipalities** take the lead in local urban regeneration, developing and implementing plans within these national and regional frameworks.
 - Develop a local spatial vision which outlines long-term goals for housing, public space, mobility, sustainability, and social development;
 - Translate the vision into strategic objectives and rules, e.g.: zoning plans, urban regeneration strategies or housing and sustainability program;

Dutch horizontal governance (within and across local institutions) simplified overview



- At the local level, municipalities coordinate internally across departments — such as planning, housing, social affairs, sustainability, and mobility — to deliver integrated regeneration plans.
- They also work closely with housing corporations, private developers, NGOs, and residents.
- Collaboration often takes the form of public-private partnerships or area-based teams, combining technical, financial, and social expertise.
- Dutch governance emphasizes consensus and cooperation (“polder model”), meaning that decisions are typically made through dialogue and shared ownership rather than top-down control.

Collaboration in spatial/urban development simplified overview



Planning process

Small or single-purpose projects: **5–10 years**
 Medium-scale urban transformations: **10–20 years**
 Large inner-city or regional area developments: **20–30 years**

Fases	Initiatief	Definitie	Ontwerp	Vorbereiding	Realisatie	Beheer
Visie en doelstellingen	Wat willen we met een gebied?	Welke eisen en wensen hebben we voor een gebied?	Hoe vertalen we de eisen en wensen voor een gebied naar een plan?	Wat wordt het definitieve plan en hoe werken we dat verder uit?	Hoe gaan we het plan uitvoeren?	Hoe voeren we het beheer en onderhoud uit na realisatie van het plan?
Kaders en uitgangspunten						
Programma en ruimtelijke structuur						
Participatie	Hoe betrekken we de stakeholders, bewoners en andere partijen? Hoe organiseren we dat? Hoe wordt informatie gedeeld gedurende het proces?					
Financiën	Wat zijn de geschatte kosten van het project? Wat zijn de financieringsbronnen en de benodigde investeringen?					

Part 3: Dutch lessons

Dutch examples of steering, adaptive and organic developments

Dutch examples of steering, adaptive and organic developments

1. Sluisbuurt Amsterdam



Steering (direct control and guidance)

2. Hoofddorp Station Area



Adaptive (flexible, responsive approach)

3. Almere Oosterwold



Organic (hands-off, enabling approach)



1. Direct control

- example of Sluisbuurt Amsterdam



Context Sluisbuurt Amsterdam



Location & Scale:

- 36 ha land + 20 ha water, \pm 5,500 homes, education, offices & public spaces

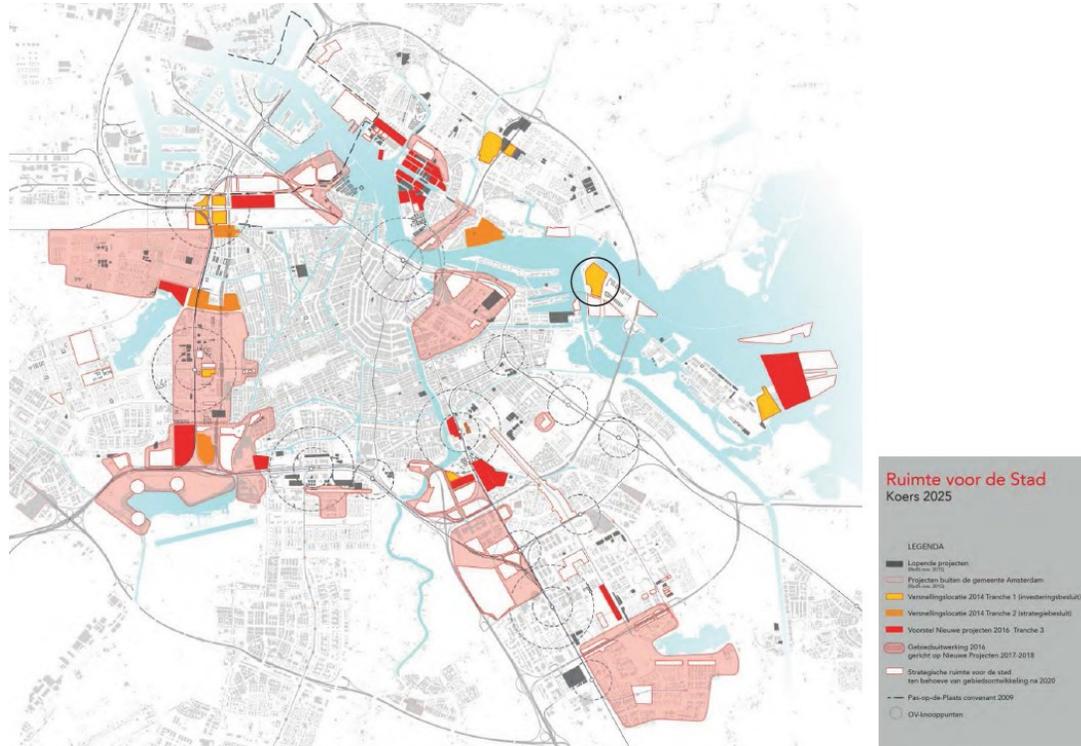
Main Objectives

- **Social:** Create an inclusive, mixed neighbourhood with a variety of housing types and public facilities.
- **Economic:** Stimulate local employment and education opportunities (e.g., through the Amsterdam University of Applied Sciences campus).
- **Environmental:** Achieve energy neutrality, promote car-light mobility, and integrate climate adaptation (green roofs, water retention, circular

Why Interesting:

1. Integrates high density & sustainability
2. Strong multi-level governance (local-national)
3. Innovative planning & participatory approach

Public value Sluisbuurt Amsterdam



Overzicht locaties Koers 2025: de Sluisbuurt binnen de ringzone

Public value: The project aims to create high-quality urban living that combines density, sustainability, and social inclusion—demonstrating how compact city development can contribute to both livability and climate goals. Lessons from other Amsterdam projects, such as *IJburg* and *Zuidas*, inform its adaptive, participatory planning approach.

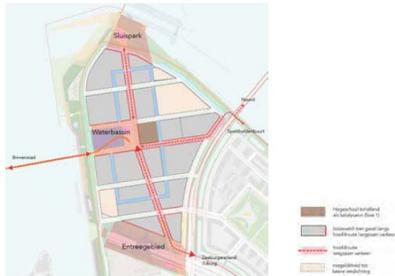
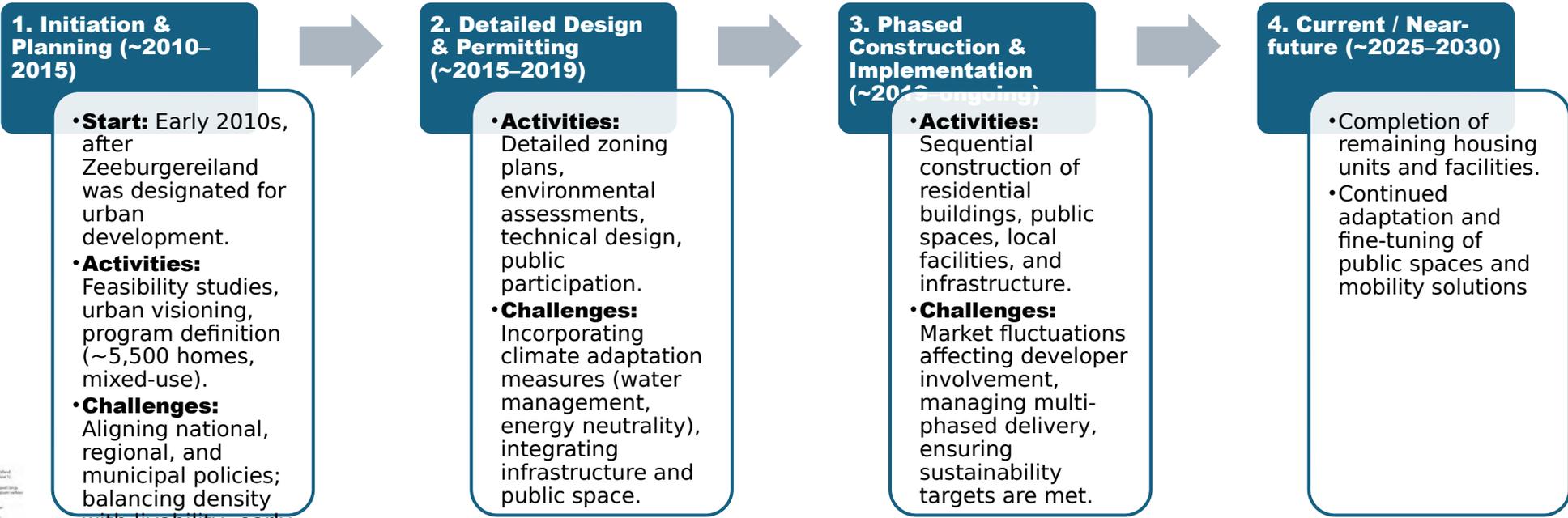
Vertical governance:

- **National:** Aligns with the *National Environmental Vision (NOVI)* and national housing goals emphasizing compact, sustainable urban growth.
- **Regional:** Supports the *Metropolitan Region Amsterdam (MRA)* strategy for densification near public transport and sustainable mobility.
- **Local:** Implements Amsterdam's *Development vision 2025*, *Environmental Vision 2040* and *Sustainability Agenda*, focusing on circularity, energy transition, and mixed-use urban living.

Horizontal governance:

- Strong interdepartmental collaboration within the Municipality (Urban Development, Sustainability, Mobility, and Water).
- Cooperation with housing associations, private developers, educational institutions, and water authorities (Waternet).
- Participatory processes with citizens and local stakeholders guide design and decision-making.

Timeline Sluisbuurt Amsterdam



Principeschema's vanuit stedenbouwkundige ontwikkeling



Voorbeeldfasering (schematisch) op basis van de ontwikkelstrategie

■ bouwveld & voorstel ontwikkelafase - - - - - route bouwverkeer

Operational capacity



Funding and Resources

- The Municipality of Amsterdam manages land development and sells plots to housing corporations and private developers.
- Financing combines municipal investment, developer contributions, and national or regional sustainability subsidies.
- The project is being developed in phases over several years, allowing for adaptive planning based on market and environmental conditions.

Supporting Materials

- Detailed land-use and zoning plans define functions, densities, and sustainability requirements.
- Planning maps and urban design guidelines specify public space, mobility networks, and water management.
- Institutional responsibilities are clearly assigned between departments of Urban Planning, Sustainability, and Mobility.

Operational Capacity

- The municipality has strong technical and managerial capacity, supported by experienced project teams.
- Strategies are translated into concrete actions through integrated planning instruments and public-private partnerships.

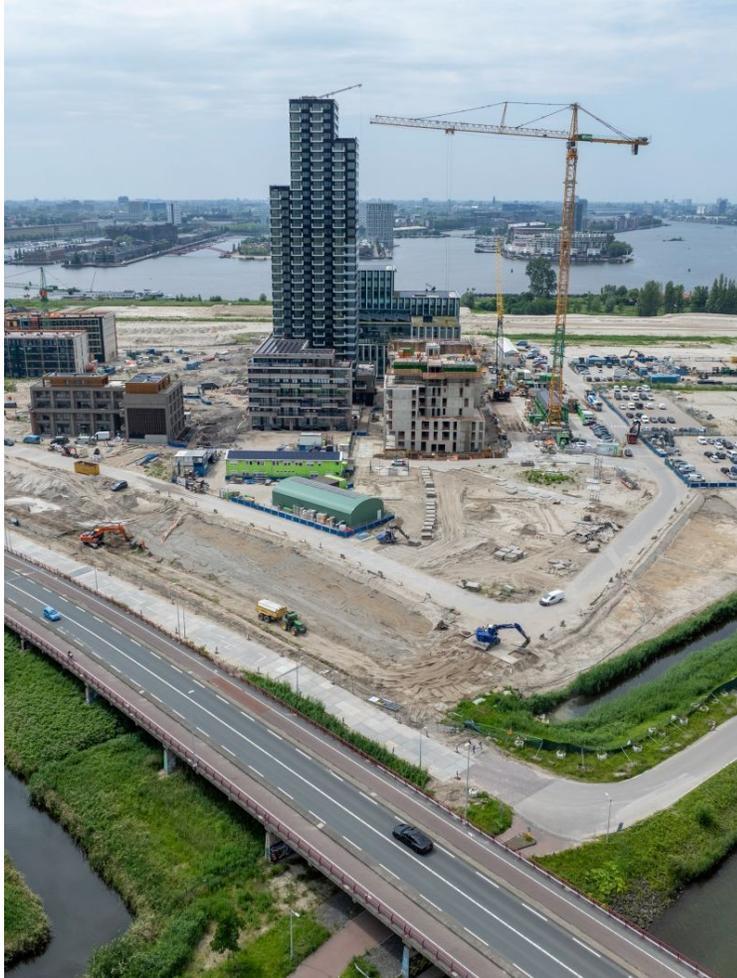
Lessons learned



Successes

- Public value
 - Strong integration of sustainability and density within one urban district
 - Effective multi-level and horizontal governance, aligning policy and implementation
- Legitimacy and Support
 - Strong interdepartmental collaboration within the Municipality (Urban Development, Sustainability, Mobility, and Water).
 - Collaboration between local actors—municipal departments, developers, and civic organizations (housing associations, private developers, educational institutions, and water authorities (Waternet) takes place through area-based project teams and open communication formats.
 - Adaptive and transparent planning process building local trust (Participatory processes with citizens and local stakeholders guide design and decision making) . The participatory process helped build support for the high-density concept by addressing concerns about livability, transport, and environmental quality
- Operational Capacity:
 - The municipality has strong technical and managerial capacity, supported by experienced project teams.
 - Strategies are translated into concrete actions through integrated planning instruments and public-private partnerships (building guidance tested through market consultation, implementation via

Lessons learned



Challenges

Public value

- Balancing social, economic, and environmental objectives
- Financial feasibility and long-term investment security

Legitimacy and Support

- Complex governance and coordination across multiple levels of government

Operational Capacity:

- Managing delays due to regulatory procedures and market dynamics



What are the key opportunities and main challenges of this approach in your local context?

2. Adaptive approach

example of Hoofddorp Station Area



Context Hoofddorp Station Area



Location & Scale:

- Hoofddorp Spoorzone is the area around Hoofddorp railway station in Haarlemmermeer, North Holland,
- The redevelopment zone covers 97 hectares in the station area.
- Program includes mixed-use development: residential 10.000 (apartments and townhouses), office and commercial space, public facilities, and enhanced mobility infrastructure (station upgrade, bike and pedestrian connections).

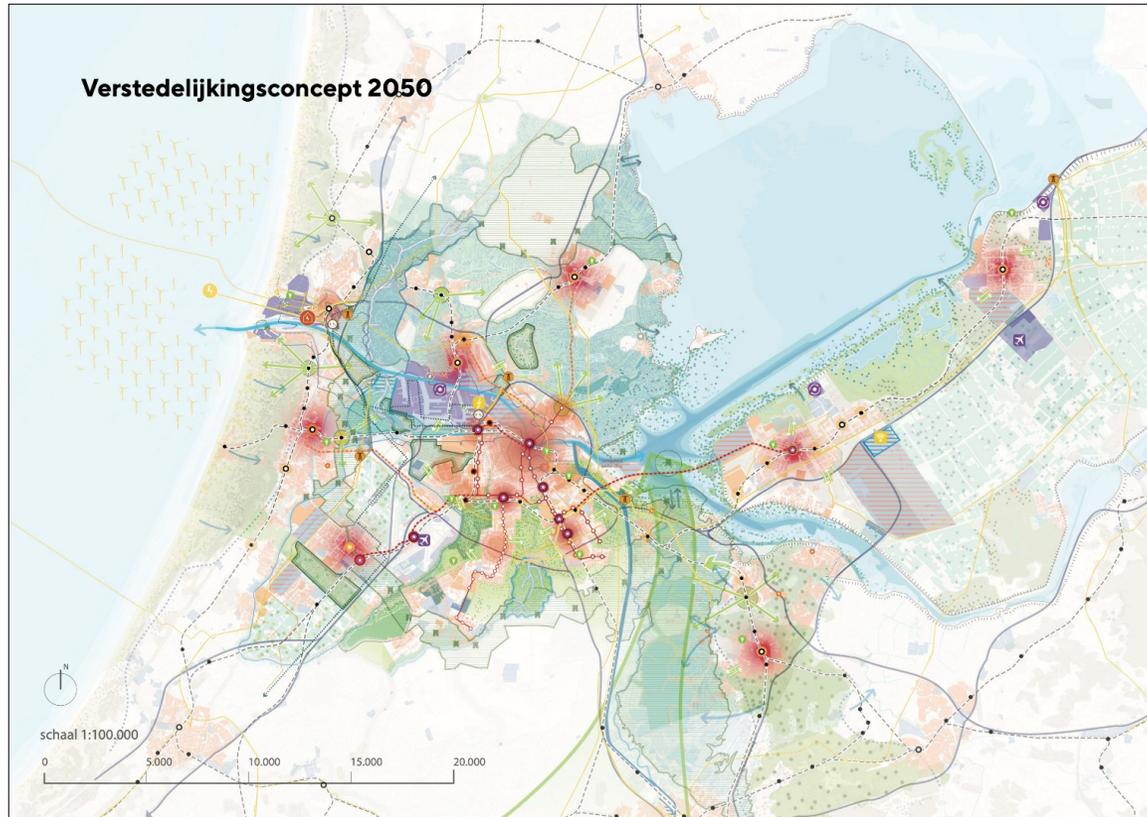
Main Objectives

- **(Inter)national position:** as an (inter)national entry point within the Schiphol-Zuidas-Amsterdam Arena economic zone.
- **City connection:** redevelopment of an underutilized transport hub into a vibrant, accessible, and sustainable urban district, include improving connectivity, creating housing close to transit, and enhancing the economic and social vitality of Hoofddorp.

Why Interesting:

1. Complex multi-stakeholder project integrating transport, housing, and commercial development
2. Strong example of multi-level governance and urban regeneration in a transit-oriented context
3. Demonstrates challenges of phased development and mixed-use planning in a busy station area.

Public value Hoofddorp Station Area



Public value: The project aims to create high-quality urban living that combines density, sustainability, and social inclusion, demonstrating how compact city development can contribute to both livability and climate goals. It also strengthens Hoofddorp's position as an (inter)national gateway within the Schiphol-Zuidas-Amsterdam Arena economic zone. Lessons from similar Dutch station-area developments (e.g., Utrecht, Amsterdam) are applied in design and phasing.

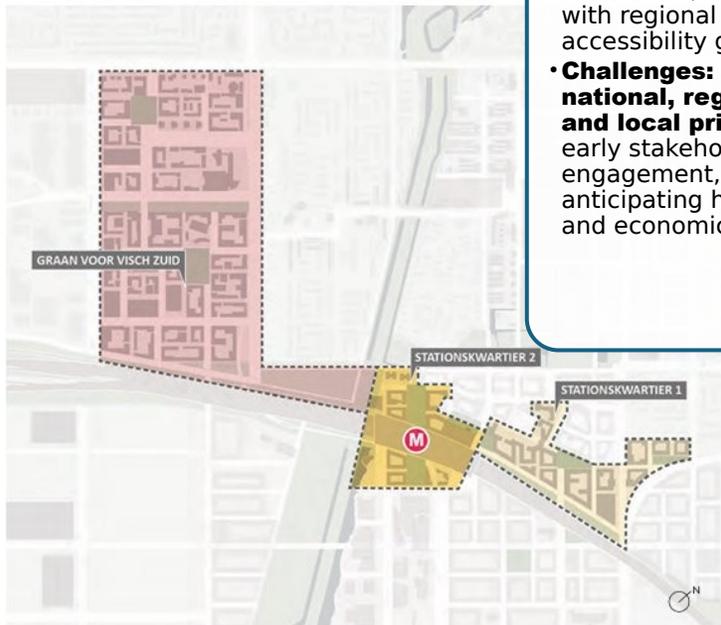
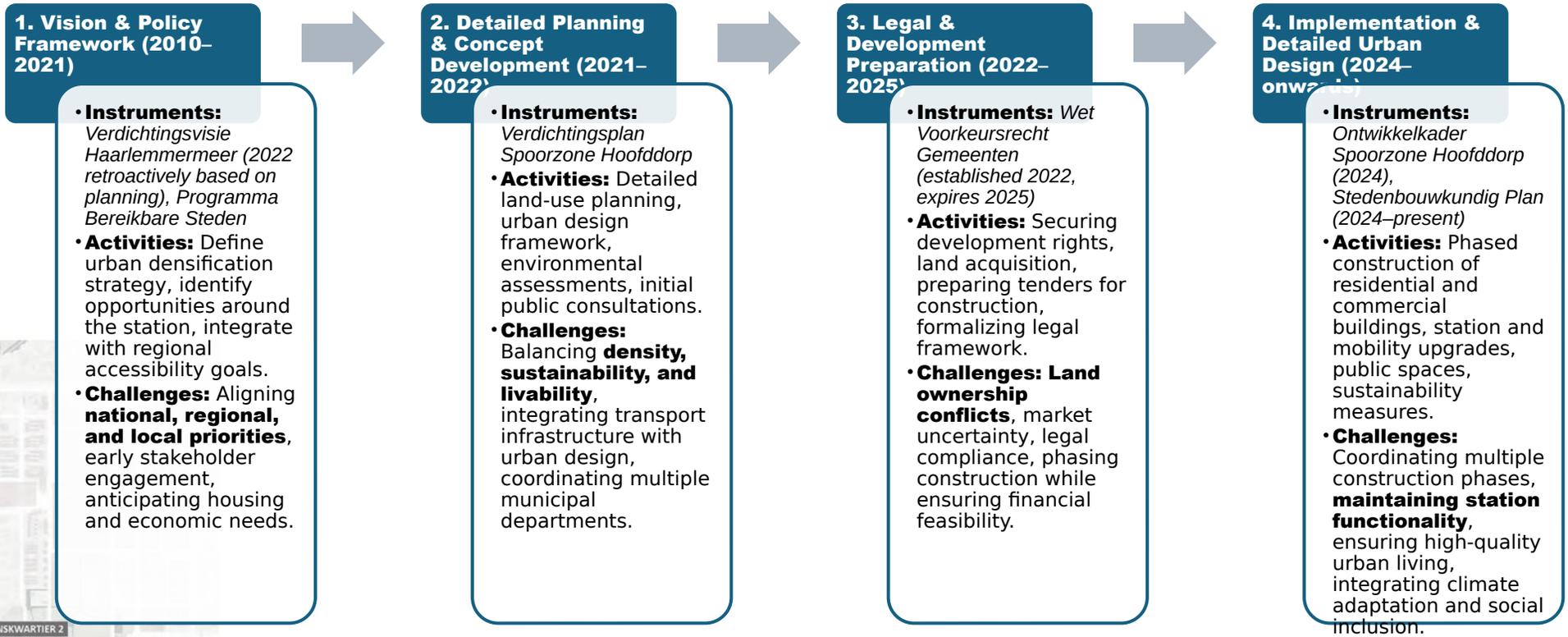
Vertical governance:

- **National:** Aligns with the Dutch national Compact City and Transit-Oriented Development policies. Policy frameworks on urban regeneration, housing, and transport.
- **Regional:** Supported by Metropolitan Region Amsterdam (MRA) strategies for densification near public transport. Coordination through Province of North Holland and MRA, ensuring alignment with regional housing and transport priorities
- **Local:** Haarlemmermeer municipal plans prioritize urban regeneration, housing growth, and sustainable mobility. Municipality of Haarlemmermeer leads planning, permits, and implementation.

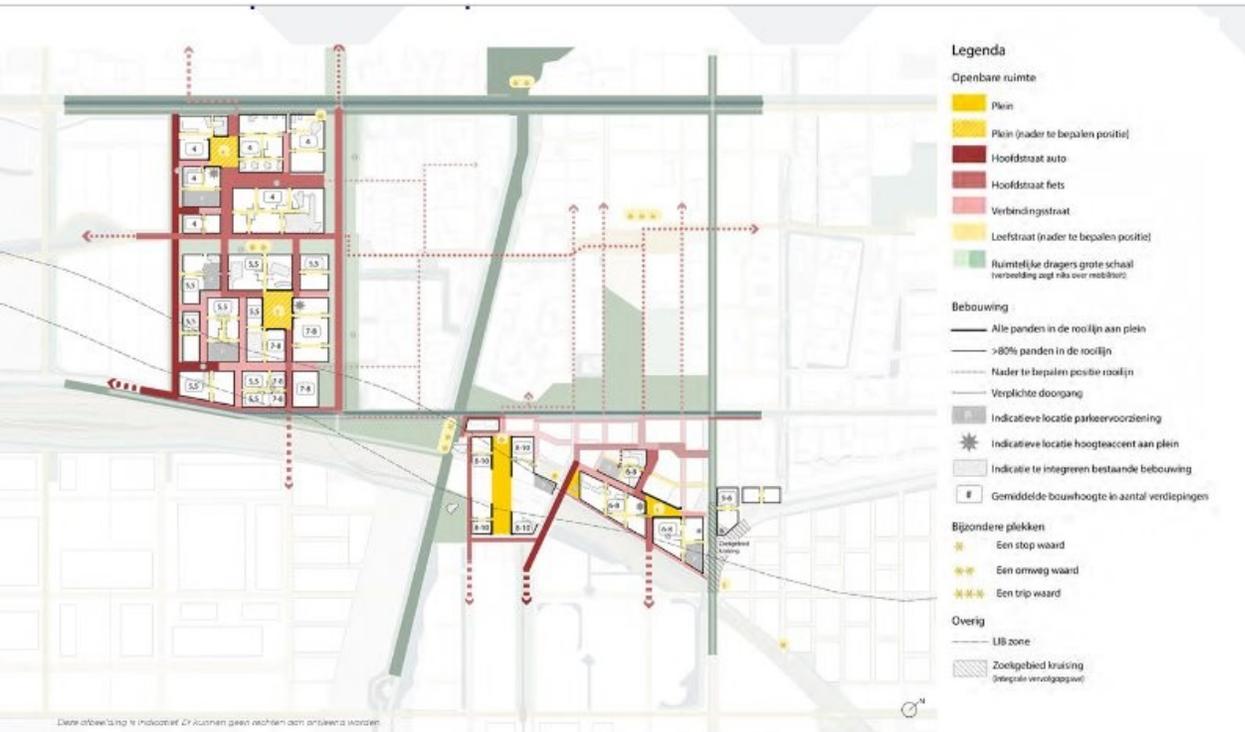
Horizontal governance:

- Coordination among municipal departments (Urban Planning, Mobility, Sustainability).
- Collaboration with ProRail, NS, developers, housing associations, and local stakeholders through project teams and joint consultations.
- Public consultations, workshops, and online platforms for residents and local businesses.

Timeline Hoofddorp Station Area



Operational capacity Hoofddorp Station Area



Funding and Resources

- Mixed funding: municipal investments, developer contributions, regional grants, and infrastructure budgets (ProRail/NS).
- Project phased to align with construction, transport upgrades, and market demand.

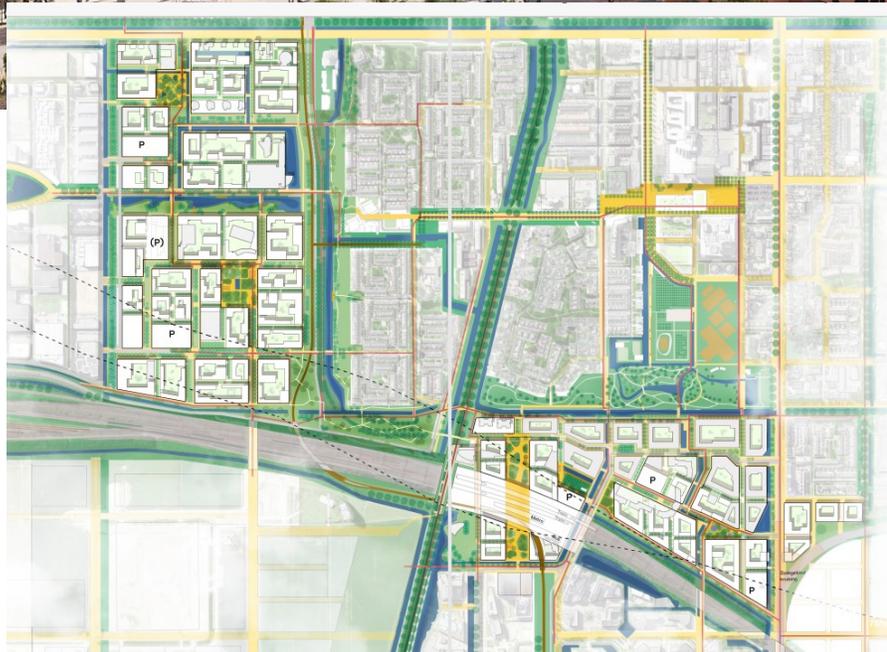
Supporting Materials

- Planning frame maps and zoning plans and design guidelines.
- Clearly defined roles between municipality, developers, and infrastructure agencies.

Operational Capacity

- The municipality was supported by a strong technical and managerial capacity with experienced project teams and consultants;
- Strategies are translated into concrete actions through integrated planning instruments and public-private partnerships.

Lessons learned



Successes

- Public value
 - Created high-quality urban living combining density, sustainability, and social inclusion. Strengthened Hoofddorp's role as an (inter)national gateway within the Schiphol-Zuidas-Amsterdam Arena economic zone.
 - Multi-level and horizontal governance, aligning policy and implementation
 - Legitimacy and Support
 - Strong stakeholder engagement: residents, businesses, developers, ProRail, NS, municipal departments.
 - Horizontal governance structured effectively through interdepartmental collaboration.
 - Transparent processes and participatory sessions build public trust and legitimacy.
- Operational Capacity:
- Holistic urban planning team managing detailed plans, regulations, and guidance.
 - Phased construction implemented via design competitions and tenders.
 - Mixed funding model secured through municipality, developers, and regional grants.

Lessons learned



Challenges

Public value

- Balancing social, economic, and environmental objectives in a dense urban area.
- Integrating regional ambitions with local urban development priorities.
- Ensuring long-term economic and social value is realized over multiple phases.

Legitimacy and Support

- Complex governance and coordination across multiple levels of government
- Maintaining support throughout a multi-phased, long-term project.
- Balancing competing interests among local actors, developers, and transport agencies and ensuring citizen participation is meaningful, not just consultative.

Operational Capacity:

- Coordinating multiple construction phases while maintaining station operation.
- Ensuring sustainability, social inclusion, and urban quality throughout implementation.
- Managing financial and market risks in a long-term, complex project.



What are the key opportunities and main challenges of this approach in your local context?

3. Organic enabling approach

- example of **Almere Oosterwold**



Context Almere Oosterwold



Location & Scale:

- around 4,300 hectares, of which approximately 1,500 hectares are designated for development. The ambition is to create up to 15,000 dwellings, together with local businesses, urban farming, and community facilities.

Main Objectives

- Promote self-organization and citizen-driven development: allow citizens and entrepreneurs to develop their own plots, design their homes, and collectively take responsibility for infrastructure, green space, and water management
- Encourage mixed land use, urban farming, and sustainable living.
- Foster social innovation, community building, and environmental responsibility.
- Reduce governmental control and experiment with “do-it-yourself” planning

Why Interesting:

1. The project started as an experiment in self-organization and bottom-up area development — an alternative to traditional top-down urban planning. Challenges the traditional planning paradigm by shifting responsibilities from government to citizens: testing new governance models and exploring the limits of “do-it-yourself urbanism. A new form of **cooperative governance** where traditional

Public value Almere Oosterwold



Public value: The project aims to create societal value through empowerment, sustainability, and shared responsibility — aligning with national ambitions for a participatory and adaptive government.

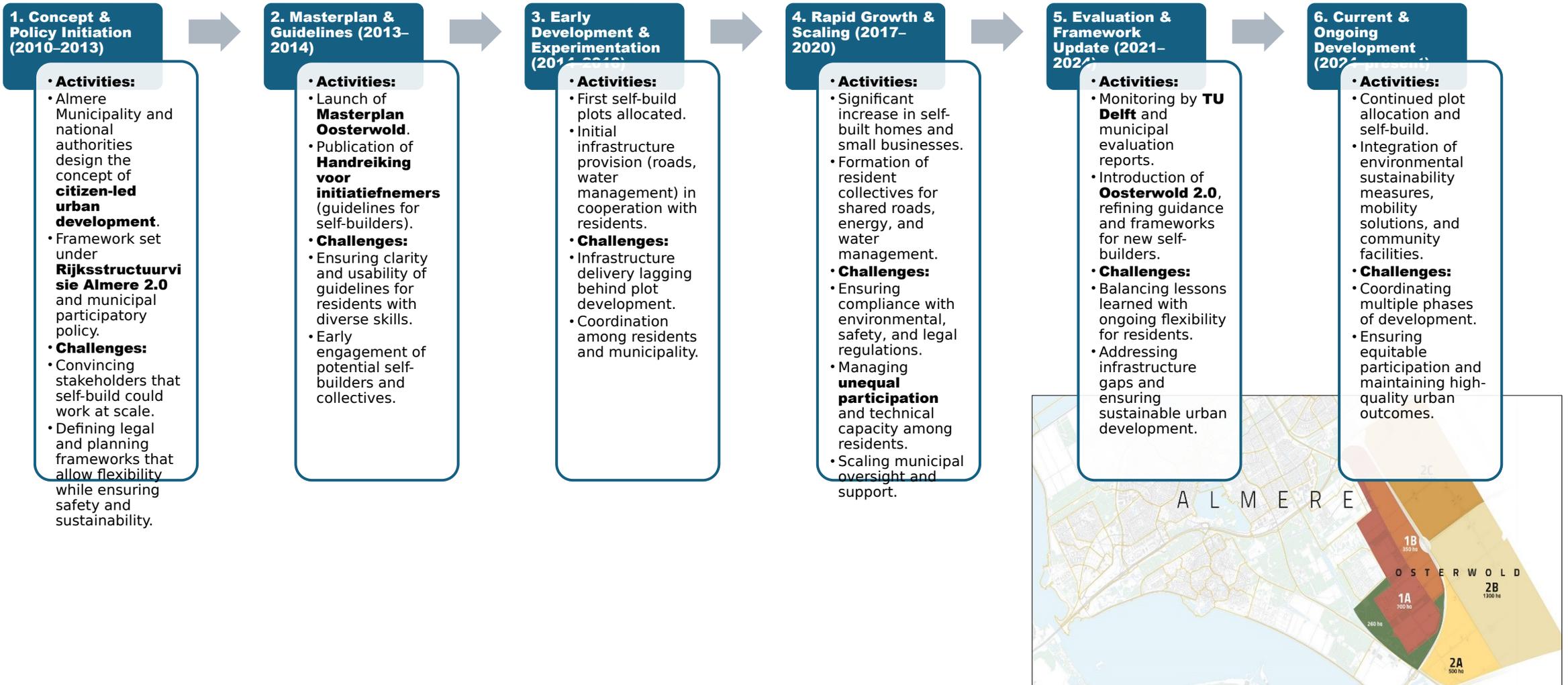
Vertical governance:

- **National:** Aligns with the National Environmental Vision (NOVI) and national housing goals. Contributes to national goals for decentralization and adaptive governance. National government supported the project as part of long-term Almere expansion policy.
- **Regional:** Originated under the Rijksstructuurvisie Almere 2.0 (2013) as part of national growth strategies for Almere and Flevoland. The Province of Flevoland ensured alignment with regional planning and land use regulations.
- **Local:** Embedded in Almere's municipal vision on participatory area development and experimentation policy. The Municipality of Almere served primarily as facilitator rather than traditional planner.

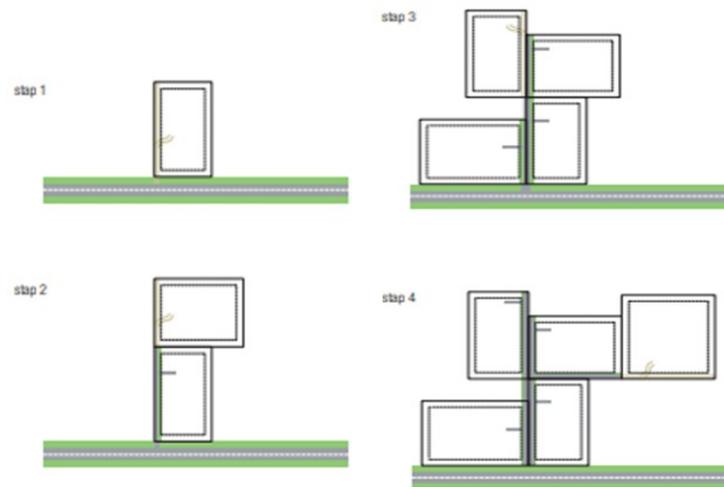
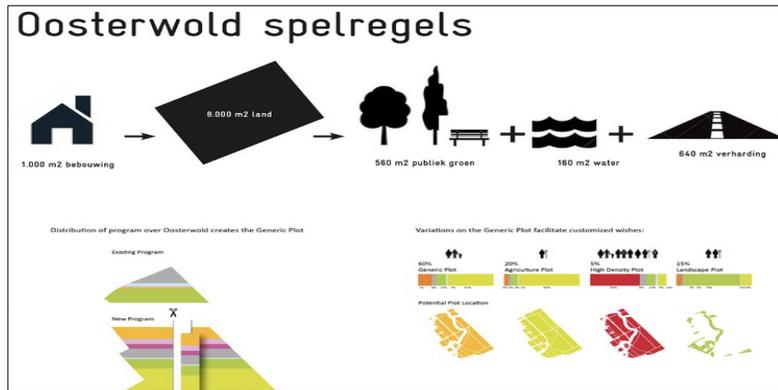
Horizontal governance:

- Participation is the core principle of the project — residents are both planners and implementers. Citizens decide collectively on road layouts, waste management, and green zones. Businesses and social initiatives have joined to co-develop facilities.
- Coordination between municipal departments (planning, infrastructure, environment) to enable flexible permits and legal frameworks.
- Close collaboration with Waterschap Zuiderzeeland for water safety and drainage systems.

Timeline Almere Oosterwold



Operational Almere Oosterwold



Funding and Resources

- Self-financing: Most residents fund their own plots, houses, and small infrastructure.
- Municipal contribution: Minimal; mainly legal frameworks, facilitation, and enabling infrastructure (roads, basic utilities).
- Other sources: Some cooperative or collective initiatives fund shared facilities (community gardens, local energy systems).
- Phased development: Residents and collectives build incrementally, often starting with smaller plots and expanding over time.

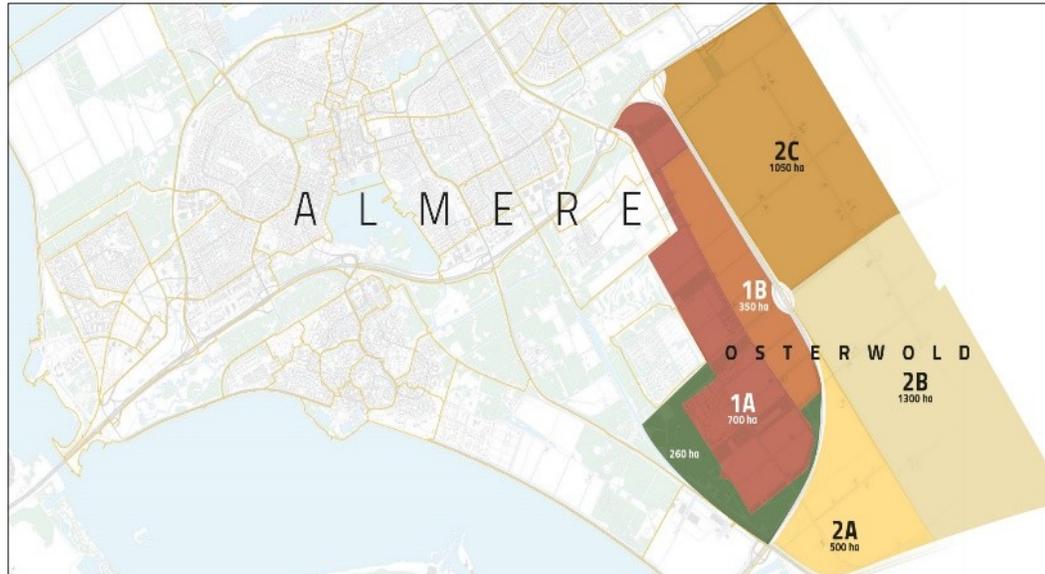
Supporting Materials

- Masterplan Oosterwold (2013): Framework for land allocation, density, and infrastructure.
- Handreiking voor initiatiefnemers (Guidelines for Self-Builders): Step-by-step guidance on procedures, zoning, and building rules.
- Monitoring Reports (TU Delft / Municipality of Almere): Track development progress, participation, infrastructure gaps, and social outcomes.
- Planning maps & land-use plans: Visualize plots, roads, water management zones, and communal areas.
- Legal frameworks: Wet Voorkeursrecht Gemeenten and municipal zoning rules provide structure while enabling flexibility.

Operational Capacity

- The municipality functions as a facilitator and regulator with strong technical and managerial capacity, supported by staff experienced in participatory and adaptive planning.
- Strategies are translated into concrete actions through flexible planning instruments, guidelines for self-builders, and support for resident collectives.
- Citizen partnerships enable implementation of housing, infrastructure, and shared facilities.
- Continuous monitoring and advisory support ensure that residents' actions align with legal, environmental, and safety requirements.

Lessons learned



Successes

- Public value
 - Strong promotion of self-organization, sustainability, and mixed land use within one urban district.
 - Innovative urban experiment demonstrating how bottom-up, citizen-led development can contribute to livability and environmental goals.
 - Provides social value by fostering community engagement, social cohesion, and local entrepreneurship.
- Legitimacy and Support
 - Interdepartmental collaboration within the Municipality of Almere (Urban Development, Sustainability, Mobility, and Water)
 - Collaboration between local actors—residents, developers, cooperatives, and water authorities—through area-based teams and open communication formats.
 - Adaptive and transparent planning process builds local trust; participatory processes guide design and decision-making.
- Operational Capacity:
 - Municipality has strong technical and managerial capacity, supported by experienced teams familiar with participatory and adaptive planning.
 - Public-private-citizen partnerships enable phased implementation of housing, infrastructure, and shared facilities.

Lessons learned



Challenges

Public value

- Balancing citizen-driven initiatives with long-term urban quality, safety, and infrastructure requirements.
- Integrating the project into regional economic and environmental priorities while maintaining flexibility.

Legitimacy and Support

- Complex governance and coordination across multiple levels of government;
- Coordinating hundreds of self-builders creates complex governance dynamics.
- Ensuring participation is inclusive—some residents lack the resources, knowledge, or time to engage effectively.

Operational Capacity:

- Monitoring and coordinating hundreds of citizen-led plots places high demands on municipal staff.
- Ensuring timely delivery of shared infrastructure (roads, utilities, water management) is challenging due to phased, decentralized development.
- Maintaining financial sustainability and operational quality of shared facilities managed by small collectives.



What are the key opportunities and main challenges of this approach in your local context?



	Sturend	Adaptief	Organisch
Context			
Grond eigendom	max	deels	nihil
Eigen financiële middelen	max	deels	nihil
Eigen kennis en expertise	max	deels	deels / nihil
Economische conjecuur	afhankelijk	afhankelijk	afhankelijk
Politieke agenda			
Maatschappelijke druk en urgentie	max	max	minder
Heersende politieke overtuiging (geloof in de markt)	max publiek	samenwerking	max privaat
Politieke agenda (coalitie akkoord)	max	max-gemiddeld	afhankelijk

